Government of Pakistan

**National Vocational and Technical Training Commission**

**Prime Minister Youth Skills Development Program**

"Skills for All"



**Course Contents / Lesson Plan**

**Course Title:** Certified ScrumMaster (CSM)

**Duration:** 1 Month

**Revised Edition**

|  |  |
| --- | --- |
| **Trainer Name** |  |
| **Author Name** | **Atif Bashir (Sr. Manager GNS Solutions)** |
| **Course Title** | **Certified ScrumMaster (CSM)** |
| Objectives and Expectations | **Employable skills and hands-on practice in Certified ScrumMaster (CSM)**  This is a special course designed to address unemployment in the youth. The course aims to achieve the above objective through hands on practical training delivery by a team of dedicated professionals having rich market/work experience. This course is therefore not just for developing a theoretical understanding/back ground of the trainees. Contrary to that, it is primarily aimed at equipping the trainees to perform commercially in a market space in independent capacity or as a member of a team.  The course therefore is designed to impart not only technical skills but also soft skills (i.e. interpersonal/communication skills; personal grooming of the trainees etc.) as well as entrepreneurial skills (i.e. marketing skills; freelancing etc.). The course also seeks to inculcate work ethics to foster better citizenship in general and improve the image of Pakistani work force in particular.  **Main Expectations:**  In short, the course under reference should be delivered by professional instructors in such a robust hands-on manner that the trainees are comfortably able to employ their skills for earning money (through wage/self-employment) at its conclusion.  This course thus clearly goes beyond the domain of the traditional training practices in vogue and underscores an expectation that a market-centric approach will be adopted as the main driving force while delivering it. The instructors should therefore be experienced enough to be able to identify the training needs for the possible market roles available out there. Moreover, they should also know the strengths and weaknesses of each trainee to prepare them for such market roles during/after the training.   1. Specially designed practical tasks to be performed by the trainees have been included in the Annexure-I to this document. The record of all tasks performed individually or in groups must be preserved by the management of the training Institute clearly labeling name, trade, session, etc. so that these are ready to be physically inspected/verified through monitoring visits from time to time. The weekly distribution of tasks has also been indicated in the weekly lesson plan given in this document. 2. To materialize the main expectations, a special module on **Job Search & Entrepreneurial Skills** has been included in the latter part of this course (5th & 6th month) through which, the trainees will be made aware of the Job search techniques in the local as well as international job markets (Gulf countries). Awareness around the visa process and immigration laws of the most favored labor destination countries also form a part of this module. Moreover, the trainees would also be encouraged to venture into self-employment and exposed to the main requirements in this regard. It is also expected that a sense of civic duties/roles and responsibilities will also be inculcated in the trainees to make them responsible citizens of the country. 3. A module on **Work Place Ethics** has also been included to highlight the importance of good and positive behavior in the workplace in the line with the best practices elsewhere in the world. An outline of such qualities has been given in the Appendix to this document. Its importance should be conveyed in a format that is attractive and interesting for the trainees such as through PPT slides +short video documentaries. Needless to say that if the training provider puts his heart and soul into these otherwise non-technical components, the image of the Pakistani workforce would undergo a positive transformation in the local as well as international job markets.   To maintain interest and motivation of the trainees throughout the course, modern techniques such as:  • Motivational Lectures  • Success Stories  • Case Studies  These techniques would be employed as an additional training tool wherever possible (these are explained in the subsequent section on Training Methodology).  Lastly, evaluation of the competencies acquired by the trainees will be done objectively at various stages of the training and a proper record of the same will be maintained. Suffice to say that for such evaluations, practical tasks would be designed by the training providers to gauge the problem-solving abilities of the trainees.   1. **Motivational Lectures**   The proposed methodology for the training under reference employs motivation as a tool. Hence besides the purely technical content, a trainer is required to include elements of motivation in his/her lecture. To inspire the trainees to utilize the training opportunity to the full and strive towards professional excellence. Motivational lectures may also include general topics such as the importance of moral values and civic role & responsibilities as a Pakistani. A motivational lecture should be delivered with enough zeal to produce a deep impact on the trainees. It may comprise of the following:   * Clear Purpose to convey the message to trainees effectively. * Personal Story to quote as an example to follow. * Trainees Fit so that the situation is actionable by trainees and not represent a just idealism. * Ending Points to persuade the trainees on changing themselves.   A good motivational lecture should help drive creativity, curiosity, and spark the desire needed for trainees to want to learn more.  The impact of a successful motivational strategy is amongst others commonly visible in increased class participation ratios. It increases the trainees’ willingness to be engaged on the practical tasks for a longer time without boredom and loss of interest because they can see in their mind's eye where their hard work would take them in short (1-3 years); medium (3 -10 years) and long term (more than 10 years).  As this tool is expected that the training providers would make arrangements for regular well planned motivational lectures as part of a coordinated strategy interspersed throughout the training period as suggested in the weekly lesson plans in this document.  Course-related motivational lectures online link is available in **Annexure-II**.   1. **Success Stories**   Another effective way of motivating the trainees is using Success Stories. Its inclusion in the weekly lesson plan at regular intervals has been recommended till the end of the training.  A success story may be disseminated orally, through a presentation, or using a video/documentary of someone that has risen to fortune, acclaim, or brilliant achievement. A success story shows how a person achieved his goal through hard work, dedication, and devotion. An inspiring success story contains compelling and significant facts articulated clearly and easily comprehendible words. Moreover, it is helpful if it is assumed that the reader/listener knows nothing of what is being revealed. The optimum impact is created when the story is revealed in the form of:-   * Directly in person (At least 2-3 cases must be arranged by the training institute) * Through an audio/ videotaped message (2-3 high-quality videos must be arranged by the training institute)   It is expected that the training provider would collect relevant high-quality success stories for inclusion in the training as suggested in the weekly lesson plan given in this document.  The suggestive structure and sequence of a sample success story and its various shapes can be seen in **Annexure III**.   1. **Case Studies**   Where a situation allows, case studies can also be presented to the trainees to widen their understanding of the real-life specific problem/situation and to explore the solutions.  In simple terms, the case study method of teaching uses a real-life case example/a typical case to demonstrate a phenomenon in action and explain theoretical as well as practical aspects of the knowledge related to the same. It is an effective way to help the trainees comprehend in depth both the theoretical and practical aspects of the complex phenomenon in depth with ease. Case teaching can also stimulate the trainees to participate in discussions and thereby boost their confidence. It also makes the classroom atmosphere interesting thus maintaining the trainee interest in training till the end of the course.  Depending on suitability to the trade, the weekly lesson plan in this document may suggest case studies be presented to the trainees. The trainer may adopt a PowerPoint presentation or video format for such case studies whichever is deemed suitable but only those cases must be selected that are relevant and of a learning value.  The Trainees should be required and supervised to carefully analyze the cases.  For this purpose, they must be encouraged to inquire and collect specific information/data, actively participate in the discussions, and intended solutions to the problem/situation.  Case studies can be implemented in the following ways: -   1. A good quality trade-specific documentary (At least 2-3 documentaries must be arranged by the training institute) 2. Health &Safety case studies (2 cases regarding safety and industrial accidents must be arranged by the training institute) 3. Field visits( At least one visit to a trade-specific major industry/ site must be arranged by the training institute) |
| Entry-level of trainees | For an advanced course of Certified ScrumMaster (CSM) proposed entry level is minimum bachelors in relevant subject, so expectations from the trainees are:   * Educational Background in a Relevant Subject * Critical Thinking and Problem-Solving Skills * Basic Project Management Knowledge |
| **Learning Outcomes of the course** | By the end of this course, students will be able to:  The Certified ScrumMaster (CSM) course is designed to provide participants with a comprehensive understanding of Scrum principles, practices, and roles. The learning outcomes of a CSM course typically include:   1. **Understanding Scrum Framework:**    * Define the key principles and values of Scrum.    * Explain the roles, events, and artifacts in the Scrum framework.    * Understand the importance of transparency, inspection, and adaptation in Scrum. 2. **Scrum Roles:**    * Describe the responsibilities and characteristics of the Scrum Master role.    * Explain the roles of the Product Owner and Development Team.    * Understand how these roles collaborate to deliver value. 3. **Scrum Events:**    * Define and understand the purpose of Scrum events, including Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective.    * Explain how these events support the empirical process control in Scrum. 4. **Scrum Artifacts:**    * Understand the purpose and usage of Scrum artifacts such as the Product Backlog, Sprint Backlog, and Increment.    * Describe how artifacts help in transparency and communication within the Scrum Team. 5. **Facilitation and Coaching:**    * Develop facilitation skills to guide Scrum events effectively.    * Understand coaching techniques to help individuals and teams embrace Scrum practices. 6. **Servant Leadership:**    * Embrace the concept of servant leadership and its application in the Scrum Master role.    * Demonstrate the ability to support and empower the Scrum Team. 7. **Continuous Improvement:**    * Discuss the importance of continuous improvement in Scrum.    * Identify opportunities for improvement and apply techniques to adapt and optimize the Scrum Team's performance. 8. **Scrum Values:**    * Emphasize and embody the five Scrum values: commitment, courage, focus, openness, and respect.    * Apply these values in the context of Scrum practices. 9. **Scaling Scrum:**    * Gain awareness of scaling frameworks like LeSS, SAFe, and Nexus.    * Understand the challenges and considerations when scaling Scrum to larger organizations. 10. **Exam Preparation:**     * Be prepared to take and pass the Certified ScrumMaster exam.     * Understand the format and types of questions that may be encountered in the certification exam.   By the end of the Certified ScrumMaster course, participants should have the knowledge and skills necessary to effectively apply Scrum principles and practices within their organizations and act as a facilitator for Scrum Teams. |
| **­­­Course Execution Plan** | The total duration of the course: 1 **months (4 Weeks)**  Class hours: **4 hours per day**  Theory: **20%**  Practical: **80%**  Weekly hours: **20 hours per week**  Total contact hours: **80 hours** |
| **Companies offering jobs in the respective trade** | * NetSol Technologies * Systems Limited * Techlogix * Contour Software * Netsparker * VentureDive * 10Pearls * S&P Global Pakistan * Teradata * Tintash * All software houses * Marketing Companies |
| **Job Opportunities** | * Scrum Master * Agile project management * Associate project management * Project Coordinator * Agile Coach * Product Owner * Release Train Engineer (RTE) * Scrum Trainer/Coach |
| **No of Students** | 25 |
| **Learning Place** | Classroom / Lab |
| **Instructional Resources** | 1. Official website <https://www.scrumalliance.org/> 2. Official youtube channel: [https://www.youtube.com/@scrumalliance](https://www.youtube.com/@scrumalliance%20) 3. ScrumMaster Full Course on youtube: [https://www.youtube.com/watch?v=OnWm3hqrknQ&ab\_channel=Simplilearn](https://www.youtube.com/watch?v=OnWm3hqrknQ&ab_channel=Simplilearn%20) 4. Official website curses <https://www.scrumalliance.org/courses-events/search/coursedetail/202400145> |

**MODULES**

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| --- | --- | --- | --- | --- | --- |
| **Scheduled Weeks** | **Module Title** | **Days** | **Hours** | **Learning Units** | **Home Assignment** |
| **Week 1** | **Introduction to Agile and Scrum** | Day 1 | Hour 1 | * Course Overview * Software Development Life Cycle (SDLC) * Agile methodology * Scrum framework * Agile vs SDLC * Agile vs Scrum | * **Task 1**   *Details may be seen at Annexure-I* |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| Day 2 | Hour 1 | * Agile mindset * Overview Scrum Framework * Example of agile product development |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| Day 3 | Hour 1 | * Introduction to Empirical Process Control * Three Pillars of Empiricism * Scrum as an Empirical Framework * Iterative and Incremental Development |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| Day 4 | Hour 1 | agile principles   * Customer Satisfaction through Continuous Delivery * Information Gathering Methodologies * Welcome Change Requirements, Even Late in Development * Frequent Delivery of Working Software * Collaboration between Business Stakeholders and Developers * Build Projects around Motivated Individuals * Face-to-Face Communication * Sustainable Development Pace |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| Day 5 | Hour 1 | * Artifacts – * Product Backlog, * Sprint Backlog, * Increment |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| **Week 2** | **Deep Dive into Scrum Roles and Artifacts** | Day 1 | Hour 1 | * Scrum Master Role and Responsibilities * Servant Leadership * Process Facilitation * Coach and Mentor * Impediment Resolver * Artifact Guardian * Continuous Improvement Advocate * Team Empowerment * Stakeholder Collaboration * Conflict Resolver * Values Promoter * Communication Facilitator * Metric Monitor * Scrum Adoption Guide * Risk Manager * Professional Developer | * **Task 2**   *Details may be seen at Annexure-I* |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| Day 2 | Hour 1 | Product Owner Role and Responsibilities   * Backlog Management * Prioritization of User Stories * Setting Sprint Goals * Stakeholder Communication * Requirements Elicitation * Definition of Ready (DoR) * Acceptance Criteria * Release Planning * Budgeting and Value Maximization * Risk Management * Market Analysis * Product Vision * Decision Making * Continuous Feedback * Competitor Analysis |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| Day 3 | Hour 1 | Development Team Role and Responsibilities   * Product Backlog Refinement * Sprint Planning * Daily Standups * Incremental Development * Collaboration * Cross-Functional Work * Quality Assurance * Sprint Review Participation * Sprint Retrospective Involvement * Continuous Improvement |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| Day 4 | Hour 1 | * Product Backlog Refinement * Sprint Planning and Sprint Goal |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| Day 5 | Hour 1-4 | * Introduction to Jira * Jira Setup * User Role Configuration * Project Creation * Epic and User Story Mapping * Backlog Population * Sprint Planning Configuration |
| **Week 3** | **Scrum Events and Agile Practices** | Day 1 | Hour 1 | Daily Scrum Best Practices   * Consistent Time and Location * Daily Stand-Up Format * Focus on Current Sprint Goals * Time-Boxing * Team Attendance * Status Updates, Not Problem Solving * Scrum Master Facilitation * Visibility and Transparency * Impediment Identification * Action Items and Commitments * Rotating Speaking Order * Engagement of the Entire Team * Respect for Time * Adaptation and Continuous Improvement * Documentation and Follow-Up | * **Task 3**   *Details may be seen at Annexure-I* |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| Day 2 | Hour 1 | Sprint Review Best Practices   * Sprint Review Best Practices * Invite Key Stakeholders * Demonstrate Potentially Shippable Product Increment * Focus on Completed User Stories * Encourage Stakeholder Feedback * Facilitate Collaborative Discussions * Highlight Achievements and Challenges * Adapt Based on Feedback * Iterative Improvement Planning * Celebrate Team Success * Ensure Time-Boxed Duration |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| Day 3 | Hour 1 | Sprint Retrospective Best Practices   * Create a Safe Environment * Include the Entire Team * Focus on Process, Not Individuals * Use a Structured Format * Review Commitments from Previous Retrospective * Identify What Went Well (Keep) * Highlight Areas for Improvement (Stop/Start/Continue) * Encourage Open and Honest Communication * Prioritize Action Items * Assign Responsibility for Action Items * Follow Up on Previous Action Items * Implement Continuous Improvement * Celebrate Team Achievements * Maintain Time-Boxed Duration |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| Day 4 | Hour 1 | Definition of Done (DoD)   * Code Complete * Unit Tests Passed * Integration Tests Completed * Documentation Updated * Code Review Conducted * Acceptance Criteria Met * Functional and Non-functional Requirements Addressed * Demo Ready * Peer-reviewed and Approved * Deployment Ready |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| Day 5 | Hour 4 | User Stories and Backlog Refinement   * Prioritization of User Stories * Refinement of Acceptance Criteria * Estimation and Story Points * Dependencies Identification * Splitting and Combining User Stories * Clarification of User Story Details * Alignment with Sprint Goals * Grooming for Clarity and Completeness * Inclusion of Acceptance Tests * Review and Confirmation with Product Owner |
| **Week 4** | **Advanced Scrum Concepts and Certification Preparation** | Day 1 | Hour 1 | * Scaling Scrum (e.g., Scrum of Scrums) * Handling Impediments and Conflict Resolution | * **Task 4**   *Details may be seen at Annexure-I* |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| Day 2 | Hour 1 | Agile Metrics and Reporting   * Agile Metrics Overview * Velocity Tracking * Burndown and Burnup Charts * Lead Time and Cycle Time * Cumulative Flow Diagram (CFD) * Sprint Progress Dashboard * Release and Sprint Burndown * Defect Density and Quality Metrics * Team Happiness and Retrospective Feedback * Customized Reporting for Stakeholders |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| Day 3 | Hour 1 | * Real-world Application and Case Studies * Examining real-world Scrum implementations * Case studies and success stories * Challenges and lessons learned |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| Day 4 | Hour 1 | * Overview of popular scaling frameworks (e.g., SAFe, LeSS) * Considerations for scaling Scrum |
| Hour 2 |
| Hour 3 |
| Hour 4 |
| Day 5 | Hour 1 | * CSM Exam Preparation * Mock Exams and Q&A Session |
| Hour 2-4 |
| **Week 5** | **Final Exam and Assessment** |  |  |  | * **Task 5**   *Details may be seen at Annexure-I*  **Final Project** |
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| ***Annexure-I:***  **Tasks for Certificate in ScrumMaster** | | | |
| --- | --- | --- | --- |
| **Task No.** | **Task** | **Description** | **Week** |
|  | **Introduction to Agile and Scrum** | * Explorer the difference between Agile and Scrum * Scrum Framework | **Week 1** |
|  | **Deep Dive into Scrum Roles and Artifacts** | * Differentiate between different Scrum roles * Explorer Jira Application * Manage user roles | **Week 2** |
|  | **Scrum Events and Agile Practices** | * Discuses Best Practices in Scrum * Project Creation in Jira * Epic and User Story Mapping in Jira | **Week 3** |
|  | **Advanced Scrum Concepts and Certification Preparation** | * Implement Real-world Application and Case Study in Jira | **Week 4** |
|  | **Final Exam and Assessment** | Case Study: Agile Transformation at XYZ Corp  **Background:**   * XYZ Corp, a medium-sized software development company, has decided to undergo an Agile transformation to improve its product delivery process. As part of this transformation, they have hired you, a Certified ScrumMaster (CSM), to lead the implementation of Scrum practices within one of their development teams.   **Scenario:**   * You have been assigned to the Mobile App Development Team at XYZ Corp. This team consists of 7 developers, a product owner, and a ScrumMaster (you). The team is responsible for developing and maintaining the company's flagship mobile application, which has a large and diverse user base.   **Goals and Objectives:**   * Implement Scrum practices effectively within the team. * Facilitate collaboration and communication among team members. * Improve transparency and visibility into the development process. * Increase the team's productivity and delivery efficiency. * Foster a culture of continuous improvement and learning.   **Tasks and Responsibilities:**   * Conduct an initial assessment of the team's current processes, practices, and challenges. * Facilitate the team's transition to Scrum, including Sprint Planning, Daily Stand-ups, Sprint Reviews, and Retrospectives. * Work closely with the Product Owner to groom the product backlog and prioritize user stories. * Coach and mentor team members on Agile principles, Scrum roles, and best practices. * Identify and address any impediments or obstacles hindering the team's progress. * Monitor and track the team's progress towards achieving Sprint goals and delivering value to the stakeholders. * Continuously evaluate and adapt the team's Agile practices to optimize performance and efficiency. * Provide regular updates and reports to stakeholders on the team's progress and achievements.   **Key Challenges:**   * Resistance to change from team members accustomed to traditional development methodologies. * Lack of clarity and alignment on project priorities and objectives. * Limited experience with Agile practices and Scrum framework among team members. * Technical debt and legacy codebase impacting development speed and quality. * Stakeholder expectations regarding delivery timelines and product features.   **Expected Deliverables:**   * Implementation plan for transitioning the team to Scrum, including timelines and milestones. * Sprint backlog and burndown charts to track progress during Sprint cycles. * Regular updates and reports on team performance, velocity, and impediments. * Documentation of lessons learned and best practices for future reference. * Demonstration of tangible improvements in team collaboration, productivity, and product delivery.   **Assessment Criteria:**   * Ability to effectively facilitate Scrum events and ceremonies. * Demonstrated proficiency in coaching and mentoring team members on Agile practices. * Clarity and transparency in communication with stakeholders and team members. * Proactive identification and resolution of impediments and challenges. * Evidence of continuous improvement and adaptation based on feedback and retrospectives.   **Conclusion:**   * As the Certified ScrumMaster for the Mobile App Development Team at XYZ Corp, your role is pivotal in driving the successful adoption of Agile practices and Scrum framework within the team. By leveraging your expertise in facilitation, coaching, and servant leadership, you will play a critical role in overcoming challenges, fostering collaboration, and delivering value to the stakeholders. Through your dedication and commitment to Agile principles, you will contribute to the ongoing success and growth of the team and the organization as a whole. | **Week 5** |

# *Annexure-II:*

# Motivational Lectures

# Certified ScrumMaster

**ScrumMaster https://www.youtube.com/watch?v=\_GCBFKXNVzY&ab\_channel=InvensisLearning**

This Invensys Learning video on " Benefits of Scrum Master Certification " will firstly talk about who a Scrum Master is and then explain the benefits of scrum master certification. Moving on, it will tell you how you can get CSM certified and is the scrum training really necessary.

**Everything You Wanted To Know About Certified ScrumMaster® (CSM®) | CSM® Certification Training:**

**https://www.youtube.com/watch?v=kN5Fv0i5yos&t=28s&ab\_channel=KnowledgeHutupGrad**

With the help of this video, we are trying to explain to you everything about the Certified ScrumMaster® or CSM® Certification provided by Scrum Alliance so that all your doubts are cleared in one shot.

**Annexure-IV:**

**Workplace/Institute Ethics Guide**

Work ethic is a standard of conduct and values for job performance. The modern definition of what constitutes good work ethics often varies.  Different businesses have different expectations. Work ethic is a belief that hard work and diligence have a moral benefit and an inherent ability, virtue, or value to strengthen character and individual abilities. It is a set of values-centered on the importance of work and manifested by determination or desire to work hard.

The following ten work ethics are defined as essential for student success:

1. **Attendance:**Be at work every day possible, plan your absences don’t abuse leave time. Be punctual every day.
2. **Character:**Honesty is the single most important factor having a direct bearing on the final success of an individual, corporation, or product. Complete assigned tasks correctly and promptly. Look to improve your skills.
3. **Team Work:**

The ability to get along with others including those you don’t necessarily like. The ability to carry your weight and help others who are struggling. Recognize when to speak up with an idea and when to compromise by blend ideas together.

1. **Appearance:**Dress for success set your best foot forward, personal hygiene, good manner, remember that the first impression of who you are can last a lifetime
2. **Attitude:**Listen to suggestions and be positive, accept responsibility. If you make a mistake, admit it. Values workplace safety rules and precautions for personal and co-worker safety. Avoids unnecessary risks. Willing to learn new processes, systems, and procedures in light of changing responsibilities.
3. **Productivity:**Do the work correctly, quality and timelines are prized. Get along with fellows, cooperation is the key to productivity. Help out whenever asked, do extra without being asked. Take pride in your work, do things the best you know-how. Eagerly focuses energy on accomplishing tasks, also referred to as demonstrating ownership. Takes pride in work.
4. **Organizational Skills:**

Make an effort to improve, learn ways to better yourself. Time management; utilize time and resources to get the most out of both. Take an appropriate approach to social interactions at work. Maintains focus on work responsibilities.

1. **Communication:**Written communication, being able to correctly write reports and memos.  
   Verbal communications,being able to communicate one on one or to a group.
2. **Cooperation:**Follow institute rules and regulations, learn and follow expectations. Get along with fellows, cooperation is the key to productivity. Able to welcome and adapt to changing work situations and the application of new or different skills.
3. **Respect:**Work hard, work to the best of your ability. Carry out orders, do what’s asked the first time. Show respect, accept, and acknowledge an individual’s talents and knowledge. Respects diversity in the workplace, including showing due respect for different perspectives, opinions, and suggestions.